# Office of Spill Prevention and Response California Department of Fish & Game

# Task Book: Assessment Guide

Cadre: Individual Assistance

Organization: Operations Section – Individual Assistance

Branch

Position: Voluntary Agency Group Supervisor

Date: *July 2007* 



Leading America to prepare for, prevent, respond to, and recover from disasters.

### **Position Task Book: Purpose**

Position task books have been developed for positions within the FEMA Disaster Workforce. Each task book lists the essential tasks for the specific position.

Task books are designed to:

- Describe the tasks to be performed for a given position.
- Determine training needs of individual employees.
- Serve as a tool for promoting task-related performance feedback throughout a deployment.
- Record performance assessment data.

At the completion of a deployment, your supervisor will identify the tasks you were able to perform and the tasks needing improvement. Task books do **NOT** replace the standard performance appraisal process.

## Responsibilities

Listed below are the responsibilities associated with completion of this position task book.

The **Individual Employee** is responsible for:

- Reviewing and understanding instructions in this task book.
- Identifying desired objectives/goals related to the assigned tasks and subtasks.
- Providing background information to the supervisor.
- Demonstrating the ability to perform all tasks and subtasks for an assigned position.
- Working with the supervisor to improve performance as needed.

The **Supervisor** is responsible for:

- Being qualified and proficient in the position being evaluated or seeking technical assistance from someone who is qualified.
- Meeting with the individual employee and determining past experience, current qualifications, and desired objectives/goals.
- Reviewing task and subtask expectations with the individual employee.
- Explaining to the individual employee the evaluation procedures that will be used.
- Accurately evaluating and recording demonstrated performance of tasks and subtasks.
- Completing the evaluation record within this task book.
- Providing constructive feedback to the employee.
- Suggesting steps for improving performance as needed.

FEMA Task Books are produced by the Emergency Management Institute (EMI).

For more information or to suggest changes, corrections, or improvements, please contact:

Emergency Management Institute National Emergency Training Center Emmitsburg, Maryland 21727 \* ATTN: "Position Task Book"

#### **Assessment Instructions**

This task book is used to guide the performance assessment process. Onsite supervisory personnel will assess members of the Disaster Workforce cadres using this document and provide feedback. This assessment process is to document performance of required tasks and to identify development plans for improvement.

#### Who Must Receive an Assessment? All personnel,

including permanent full-time employees, disaster assistance employees (DAEs), and core positions, must receive an assessment. The information gathered from this assessment process can be used to support the performance appraisal process.

#### When Is Performance Assessed?

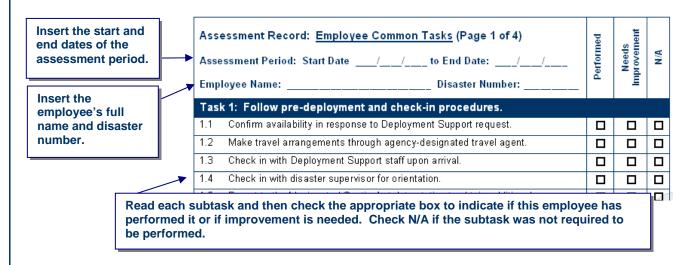
Mandatory: This assessment MUST be completed at the end of the deployment.

**Optional:** An interim assessment may be conducted when there is:

- A change in job title.
- A change in supervisor.
- Job performance indication that improvement is needed.
- An employee request for an assessment.

#### **How Is the Assessment Completed?**

Review the tasks listed. These task lists should be used to help you collect performance information. To collect performance information, you should observe the employee. Make sure you have specific examples of the employee's strengths and weaknesses. Then, complete the assessment record as follows:



After each set of tasks, add comments on the employee's strengths and areas for improvement. It is recommended that you conduct a feedback session in order to:

- Highlight accomplishments and positive performance.
- Provide constructive feedback in areas that need further development.

Find a private location to conduct the session. During the feedback session, you may want to:

- Begin by asking the individual to comment on his or her strengths and weaknesses.
- Next, present a summary of the overall performance strengths demonstrated during the performance period.
- Then, review the assessment record and comments. Discuss the areas requiring performance improvement.
- Encourage the individual to make comments regarding the assessment.
- Finally, sign and date each section.

**Cadre: Individual Assistance** 

**Organization: Operations Section – Individual Assistance Branch** 

**Position: Voluntary Agency Group Supervisor** 

#### **Employee Common Tasks**

- Follow pre-deployment and check-in procedures.
- Follow check-out procedures.
- Complete ongoing administrative procedures.
- Establish and maintain positive and ethical behaviors during interpersonal, intra-agency, and interagency interactions.
- Help resolve problems/issues and make effective decisions.
- Prepare written reports and other documents.
- Communicate orally with others to exchange and clarify information.
- Exhibit an understanding of relevant safety and security procedures.

#### **Voluntary Agency Group Supervisor Position-Specific Tasks**

- Gather and review disaster-related information.
- Establish and maintain strategic partnerships.
- Provide technical assistance and support to voluntary agencies.
- Coordinate with and provide technical assistance to key departments and sections.
- Serve as the primary consultant for the establishment of long-term individual recovery efforts.
- Manage Voluntary Agency Group staff.
- Develop required reports.
- Create an open and team-based work environment.
- Oversee the ongoing professional development of assigned personnel.
- Close Voluntary Agency activities at the FO.

Assessment Record: Employee Common Tasks (Page 1 of 4)  Assessment Period: Start Date// to End Date://  Employee Name: Disaster Number:		Performed	Needs Improvement	N/A
Tool	A. Fallow was deployment and shock in presedures			
	1: Follow pre-deployment and check-in procedures.			
1.1 1.2	Confirm availability in response to Deployment Support request.			
	Make travel arrangements through agency-designated travel agent.			
1.3	Check in with Deployment Support staff upon arrival.			
1.4	Check in with disaster supervisor for orientation.			
1.5	Complete check-in procedures at duty station to obtain additional information.			
1.6 .				
1.7	Report to the Logistics Helpdesk to obtain requisition for accountable property and network access.			
1.8	Obtain authorization for accountable property from supervisor.			
1.9	Locate assigned workspace.			
1.10	Pick up equipment (e.g., computer, phone) as required. ().			
1.11	Obtain pertinent information about the operation (about the disaster, Field Office (FO), facility safety and security).			
1.12	Review the task book for assigned position and clarify supervisor expectations as needed.			
1.13	Display OSPR identification in the proper manner (i.e., wear badge above the waist).			
1.14	Demonstrate full and consistent compliance with all pre-deployment policies and check-in procedures.			
Task	2: Follow check-out procedures.			
2.1	Schedule debriefing session with supervisor to complete the task book assessment record and performance appraisal.			
2.2	Submit final time and attendance (T&A) statement signed by supervisor.			
2.3	Make return travel arrangements through agency-designated travel agent.			
2.4	Prepare final travel voucher in coordination with the Cost Unit.			
2.5	Return equipment for release.			
2.6	Clear workstation and return supplies to Supply Unit.			
2.7	Submit check-out form(s) with supporting documentation (e.g., task book assessment record, performance appraisal form) as instructed.			
2.8	Check out through Deployment Support staff with required information (e.g., job completed, rotation).			
2.9	Demonstrate full and consistent compliance with all policies and check-out procedures.			

Asse	essment Record: <u>Employee Common Tasks</u> (Page 2 of 4)	Performed	Needs Improvement	N/A	
Task	3: Complete ongoing administrative procedures.				
3.1	Update Deployment Support and onsite supervisor with any changes in duty station, lodging, and/or emergency contact as needed.				
3.2	Complete T&A reports and input into automated system or submit for processing (bi-weekly).				
3.3	Prepare travel voucher in coordination with the Cost Unit on a bi-weekly basis.				
3.4	Get limited approvals (e.g., rental cars) renewed, as appropriate, on extended deployments.				
3.5	Reconcile Government credit card account statements with approved travel vouchers in accordance with split-pay policy.				
3.6	Demonstrate full and consistent compliance with all administrative procedures.				
Task 4: Establish and maintain positive and ethical behaviors during interpersonal, intra-agency, and interagency interactions.					
4.1	Maintain a high standard of ethics required of employees that is consistent with core values.				
4.2	Demonstrate sensitivity to cultural diversity, race, gender, disabilities, and other individual differences in accordance with the nondiscrimination policy.				
4.3	Take measures to safeguard confidential information and records.				
4.4	Foster consensus building among coworkers, supervisors, and others.				
4.5	Cultivate professional relationships with coworkers and others to exchange information and work effectively.				
4.6	Handle differences/disputes with others in a positive, constructive manner.				
4.7	Represent OSPR in a professional manner when working with internal and external parties.				
4.8	Establish an effective rapport with individuals who are initially difficult, emotional, or distressed.				
4.9	Relate effectively to people from varied backgrounds and different situations.				
4.10	Comply with chain-of-command principles by operating within the established lines of authority.				
4.11	Exhibit appropriate public stewardship of taxpayer dollars.				
4.12	Complete tasks using time and resources effectively and efficiently (e.g., keep travel time to a minimum, obtain lodging that is appropriate to duty station).				

Asse	essment Record: <u>Employee Common Tasks</u> (Page 3 of 4)	Performed	Needs Improvement	N/A
Task	5: Help resolve problems/issues and make effective decisions.			
5.1	Adapt behavior and work methods in response to new information, changing conditions, or unexpected obstacles.			
5.2	Identify and analyze issues and problems.			
5.3	Confer with coworkers, supervisor, and/or others as appropriate when making decisions.			
5.4	Generate alternative solutions or strategies to address problems or needs.			
5.5	Assess the impact of alternatives on the overall operation and work unit.			
5.6	Recommend alternative solutions or strategies for addressing the problems/issues.			
5.7	Contribute to group problem-solving efforts.			
5.8	Implement group-derived solutions or strategies to address problems/issues.			
5.9				
5.10	Deal effectively with pressure; maintain focus and intensity and remain optimistic and persistent, even under adverse conditions.			
5.11	Exercise good judgment by making sound, well-informed, and timely decisions.			
Task	6: Prepare written reports and other documents.			
6.1	Write documents using "plain English" that are well organized and appropriate for the intended audience.			
6.2	Write clear and concise emails and other written documents.			
6.3	Use email and other official modes of written communication for business purposes only.			
6.4	Use computer software and programs required to support task performance.			
6.5	Submit written documents through the proper channels.			
6.6	Proofread written documents before submission to ensure correct grammar, spelling, and punctuation.			
6.7	Produce reports using established formats and on required forms.			
6.8	Develop written materials that are complete and accurate.			
Task	7: Communicate orally with others to exchange and clarify informati	on.		
7.1	Share relevant information and/or developments with coworkers, as necessary.			
7.2	Explain decisions, conclusions, findings, or recommendations to the appropriate person or group.			
7.3	Attend meetings to obtain information for use in programs, or to inform management of program status.			
7.4	Represent the cadre's role in a manner that promotes awareness of capabilities, services, and accomplishments.			

Assessment Record: Employee Common Tasks (Page 4 of 4)		Performed	Needs Improvement	N/A
Tasl	c 8: Exhibit an understanding of relevant safety and security procedu	res.		
8.1	Provide for the safety, welfare, and accountability of coworkers during the entire period of deployment.			
8.2	Safeguard property and equipment.			
8.3	Communicate potentially hazardous situations to immediate supervisor or Safety Officer.			
8.4	Take necessary precautions when hazards exist.			
8.5	Protect personal information to prevent identity theft.			
8.6	Comply with mandatory Information Technology security procedures.			
8.7	Comply with the violence in the workplace policy.			
Employee Common Tasks and Subtasks Comments				
Asses	ssment Date:/			
Super	visor: Employee:			

Assessment Record: Voluntary Agency Group Supervisor Position- Specific Tasks (Page 1 of 4)  Assessment Period: Start Date/ to End Date:/  Employee Name: Disaster Number:		Needs Improvement	N/A
Task 1: Gather and review disaster-related information.			
<ul> <li>1.1 Coordinate with Branches to obtain and review</li> <li>Federal, State, and local situation reports, and</li> <li>( operational priorities and strategy.</li> </ul>			
1.2 Coordinate with Branch Directors and Mass Care Group Supervisor to identify State and local Recovery Plan priorities.			
1.3 Review, analyze, and interpret regulations, policies, procedures, and other documents pertaining to voluntary agency and government disaster assistance programs.	e 🗆		
1.4 Obtain data collected from registrations and Mass Care reports to identify targeted areas.			
Task 2: Establish and maintain strategic partnerships.			
2.1 Work closely with the State voluntary agency liaison to promote communication and coordinate activities, to assure consistent recovery efforts are maintained for the long term.			
2.2 Assist with organizing and attend meetings with voluntary, faith-based, and community organizations outside the FO.			
2.3 Maintain communication with the National Voluntary Organizations Active in Disaster.			
Task 3: Provide technical assistance and support to voluntary agencies	s.		
3.1 Provide voluntary, faith-based, and community organizations with information on disaster recovery programs and pertinent information relevant to the community's recovery efforts.			
3.2 Provide technical assistance and support to voluntary agency leadership as they coordinate and combine efforts to provide disaster assistance.			
3.3 Facilitate referrals and information sharing regarding applicants with emergency or special needs, when necessary.			
3.4 Confirm that voluntary agency leadership is aware of and sensitive to the importance of Release of Information (ROI) requirements and procedures.			

	essment Record: Voluntary Agency Group Supervisor Position- eific Tasks (Page 2 of 4)	Performed	Needs Improvement	N/A
	4: Coordinate with and provide technical assistance to key FEMA descrions.	partn	nents	
4.1	Advise Branch Chief on the roles, responsibilities, and activities of the voluntary agencies participating in disaster recovery.			
4.2	Report problems, trends, and issues to the Branch Chiefs and assist in resolving challenges.			
4.3	Participate in staff meetings, articulate specific issues, address concerns raised relative to voluntary agency issues, and report on voluntary agency/community response and recovery activities.			
4.4	Coordinate closely with Housing, Human Services, and Mass Care Group Leaders to ensure that applicants are transitioned from mass shelters, essential services and donated items are provided, and special needs are met in a timely and efficient manner without duplication of benefits.			
4.5	Confirm that processes and tracking mechanisms are in place for referral and monitoring of Individuals recipients and other applicants with special needs.			
4.6	Supervise, train, and mentor Voluntary Agency Specialist staff as they receive and facilitate applicant referrals, coordinate with Federal, State, and voluntary agency representatives, and monitor assistance to disaster victims.			
4.7	Coordinate with and provide information regarding voluntary agency activities to other FO partners (e.g., External Relations, Donations Management).			
4.8	Engage key departments (e.g., Applicant Services, Disaster Recovery Center (DRC), Community Relations) and State and local emergency management officials in the procedures established for the operation.			
4.9	Provide input for Situation Report and Action Planning to Branch Chief or designee to ensure inclusion of voluntary agency information in required reports.			
	5: Serve as the primary consultant for the establishment of long-terivery efforts.	m ind	ividual	
5.1	Encourage collaboration among voluntary agencies, including, but not limited to, the formation of long-term recovery committees.			
5.2	Support long-term recovery committee case managers by providing information on duplication of benefits and assisting in the development of a system of referral for unmet needs to agencies with designated resources.			
Task	6: Manage Voluntary Agency Group staff.			
6.1	Assign tasks and establish priorities for staff members to balance the workload.			
6.2	Monitor that adequate supervisors are assigned to maintain an optimal span of control.			
6.3	Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, and fulfill the incident objectives.			
6.4	Brief staff members on relevant parts of the Incident Action Plan/FO Coordination Plan and information received from meetings.			

	essment Record: <u>Voluntary Agency Group Supervisor Position-</u> cific Tasks (Page 3 of 4)	Performed	Needs Improvement	N/A
Task	6: Manage Voluntary Agency Group staff.			
6.5	Establish and communicate basic work procedures (e.g., work hours, rotation schedule, contact list, staggering of work hours).			
6.6	Monitor employee performance to assess the need for possible rest or rotation.			
6.7	Assess the need for and monitor the use of overtime hours, avoiding unnecessary expenditures.			
6.8	Lead by example through acting in a fair and ethical manner toward others and demonstrating commitment to public service.			
6.9	Write performance appraisals and discuss the results with staff members.			
6.10	Complete task book assessment records and discuss the results with staff members.			
Task	7: Develop required reports.			
7.1	Obtain periodic status reports from staff and others.			
7.2	Provide Situation Report and Action Planning input to the Branch Chief or designee.			
7.3	Provide situation updates to the Branch Chief and/or participate in the Briefing, as required.			
7.4	Inform the Branch Chief of all problems that may affect the delivery of disaster response and recovery assistance.			
7.5	Initiate setup of records and files in accordance with law, with the goal of transitioning complete and well-organized records to the appropriate office.			
7.6	Gather information to include in the required reports by monitoring work progress, personal observations, and reports from staff members.			
7.7	Review and approve Human Resources (HR) Unit reports being provided to the Planning Section, if required.			
7.8	Maintain Unit/Activity Log (ICS Form 214), if required.			
Task	8: Create an open and team-based work environment.			
8.1	Encourage open communication and input from assigned personnel.			
8.2	Foster consensus-building among assigned personnel.			
8.3	Create a work environment where individuals are treated fairly in accordance with guidelines.			
8.4	Promote a teamwork environment that encourages individuals to share knowledge, work cooperatively, engage in continuous learning, and contribute fully to team-based efforts.			
8.5	Distribute work equitably and appropriately among team members.			
8.6	Take corrective action when problems arise.			
8.7	Recognize effective individual and team performance.			

	essment Record: Voluntary Agency Group Supervisor Position- cific Tasks (Page 4 of 4)	Performed	Needs Improvement	N/A	
Task	(9: Oversee the ongoing professional development of assigned pers	onnel			
9.1	Conduct orientation sessions and arrange on-the-job training for new hires.				
9.2	Arrange for ongoing training and professional development for assigned personnel to develop required skill sets.				
9.3	Coach and guide personnel in techniques and skills for handling challenging interactions and difficult situations.				
9.4	Coach personnel so that they can develop and maintain skills.				
9.5	Verify that assigned personnel attend mandatory training and provide cross training opportunities whenever possible.				
Task	c 10: Close Voluntary Agency activities at the FO.				
10.1	Prepare After Action Report (AAR) .				
10.2	Coordinate with the Branch Chief to develop and carry out a staff reduction plan to ensure that the Voluntary Agency Group functions are adequately staffed until assignments are completed.				
10.3	Monitor staff levels and provide release information to staff in a timely manner.				
10.4	Verify that staff are provided with performance appraisals and return accountable property prior to release.				
10.5	Provide Regional contact information to and debrief with voluntary agency partners as they prepare to continue working in the community.				
10.6	•				
Task	c 11: Perform other duties, as assigned.				
	ntary Agency Group Supervisor Position-Specific Tasks and Subtasks Comr	nents			
	esment Date://				
Super	Supervisor: Employee:				